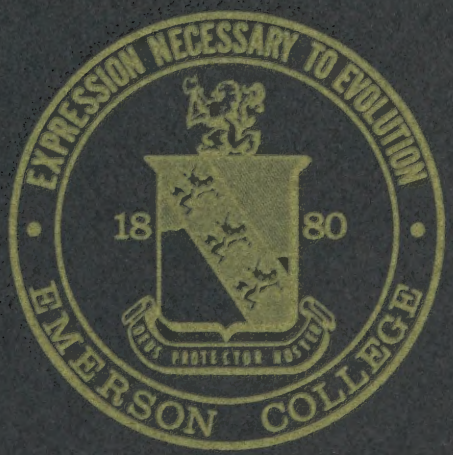
EMERSON COLLEGE



MASTER PLAN

Doc. #5498
ADOPTED 6/14/92

EMERSON COLLEGE

MASTER PLAN

FOR FACILITIES DEVELOPMENT

IN THE CITY OF BOSTON

1992-2002

Submitted June 1992

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Section 1

Introduction

Purpose of the Plan

Article 51 of the Boston Zoning Code requires that colleges and universities produce master plans for physical facilities as a vehicle for communicating institutional plans to public officials and neighbors. Emerson College views the planning process as an opportunity to work with the community to develop mutually beneficial relationships and to enhance the quality of life for all concerned in the Back Bay and in the Midtown Cultural District. This plan will enable the College and its neighbors to maintain a continuing dialogue based on a shared understanding of facts and objectives.

Summary of Ten-Year Objectives and Major Projects

Following the cancellation of plans to relocate Emerson College to Lawrence, Massachusetts in 1989, College officials recommitted the institution to remaining in the City of Boston, its historic home. In preparation for the Lawrence move, every segment of the Emerson community participated in extensive discussions with architects and other professionals concerning the College's space needs. Using this need analysis, the College developed new requirements based on a continuing presence in Boston. The College has prepared a ten-year capital plan to achieve those objectives. This document describes the scope and schedule of the projects in the capital plan. It also provides a brief history of Emerson College and other relevant background information.

A summary of the ten-year plan's objectives and near-term responses follows --

Objective	Near-Term Response
1. Modernization of student housing	1. Renovation of 100 Beacon St., 132-34 Beacon St., 534 Beacon St., and 0 Marlborough St.
2. Acquisition of a flagship communication and technology building	2. Purchase of 180 Tremont Street
3. Modernization of existing buildings to provide adequate classroom and office space	3. Renovation of 126-130 Beacon Street

4.	Restoration of the Majestic Theater	4.	Restoration of facade
5.	Expansion of library storage capacity	5.	Addition of compact shelving and addition to rear of 148 Beacon Street
6.	Elimination of priority deferred maintenance items	6.	Repairs to 69 Brimmer St., 96 Beacon St., 143-45 Beacon St., 303 Berkeley St., 168 Beacon St., 21 Commonwealth Ave., and the Charlesgate
7.	Consolidation of College facilities around the Public Garden and the Boston Common	7.	Purchase of 180 Tremont Street; sale of 355 Commonwealth Avenue (the Ames)

Design Guidelines

Emerson College will be guided by the following design principles --

1. Make the most efficient use of existing space.
2. Create a visual identity for the College through appropriate use of signs.
3. Building exteriors should reflect their historic context.
4. Improve access to persons with disabilities.

Circulation and Parking

Unlike many other educational institutions in Boston, Emerson College provides parking for only a small portion of its faculty and staff and no parking for its students. The College encourages the use of public transportation by faculty, staff, and students, and it runs a shuttle service to connect the various parts of its campus. The College is a comparatively small traffic generator, given its proximity to some of the most heavily used intersections in Boston.

Section 2

History and Mission

History of the College

Founded in 1880 by Charles Wesley Emerson, noted preacher, orator and teacher, Emerson has grown into a comprehensive college offering its more than 2,600 students undergraduate and graduate curricula in the communication arts and sciences and the performing arts. From the original concentration on oratory have evolved specializations in such fields as mass communication (radio and television broadcasting, film and journalism), theatre arts, communication studies, communication disorders, and writing, literature and publishing.

Since Emerson's founding, the elements of human communication -- the spoken word, the written word, the gesture -- have changed in both form and substance, and the media through which they flow have changed and multiplied. Radio, motion pictures, television, and the sciences of speech pathology and audiology all have evolved during the past century.

Throughout its history, Emerson has shown the capacity to respond to and meet the needs for education in communication and the performing arts. Among other pioneering achievements, Emerson was the first college in New England to offer undergraduate programs in broadcast journalism, in 1937; the first college in New England to establish an education FM radio station, WERS, in 1949; the first college in the nation to establish a program in children's theatre, in 1919; the first college in New England to operate a closed circuit television broadcast facility, in 1954; the first college in New England to offer a Bachelor of Fine Arts in film, in 1972; and the first college in New England to offer professional-level training in speech pathology and audiology, in 1935.

Emerson today continues this tradition of innovation in the communication arts and sciences. For example, in 1980 the College initiated a comprehensive, graduate-level program in professional writing and publishing -- the first such program in the nation specifically designed to meet the expressed needs of the publishing industry, and now offers the Master of Fine Arts in Creative Writing. More recently, Emerson began offering the Ph.D. in Communication Disorders.

Emerson is involved in other areas on the frontiers of communication, such as using computer technology to assist in research and production in the fields of communication and information distribution; developing video techniques to teach the communicatively handicapped; and expanding research and instruction in business and organizational communication, programming in ethics in communication, and involvement in the expansion of communication as a global industry.

As the issues facing business, industry and government grow larger and more complex, effective communication will grow more important, even crucial. Emerson today is preparing to educate those men and women who will bear the burden of that communication in the next century. Emerson College is fully accredited by the New England Association of Schools and Colleges, Inc. and is a member of the Council of Graduate Schools.

Mission Statement

Emerson College is a specialized institution devoted to the interdisciplinary study of communication and the performing arts. The College views communication and the performing arts as fields of study integrated with the liberal arts and provides a varied curriculum that reflects this belief. As students pursue areas of concentration, they develop oral, writing, performance, and visual skills. The College believes that the ability to communicate effectively is important to individual development as well as to the society which the individual serves. The combination of theoretical learning and practical experience is fundamental to an Emerson education. It is this distinctive approach that prepares graduates of the College for personal and intellectual growth, for professional careers in communication and related fields, and for participation as citizens in a free and open society.

Section 3

Existing Conditions

Emerson College facilities are concentrated in three principal locations within the City of Boston -- the eastern end of the Back Bay near the Public Garden, the western end of the Back Bay near Kenmore Square, and the Midtown Cultural District. Please refer to the campus map and to table 1.

Eastern End of the Back Bay

This has been the principal home of Emerson since the 1930s, when the College purchased 130 Beacon Street. The buildings in this area serve a mixture of academic, administrative, and residential uses. The following list summarizes those uses by address.

Address	Principal Uses
69 Brimmer Street	Classrooms, theaters, acting and dance studios, and offices for the Division of Performing Arts
96 Beacon Street	Student Union; offices for the Dean of Students
126-130 Beacon Street	Classrooms, studios, and offices for the Division of Mass Communication
143-145 Beacon Street and 303 Berkeley Street	Classrooms and offices for the Division of Humanities and Social Sciences
148-150 Beacon Street	The College library
168 Beacon Street	Classrooms, laboratories, clinics, and offices for the Division of Communication Disorders
21 Commonwealth Avenue	Classrooms and offices for the Division of Communication Studies

TABLE 1. EMERSON COLLEGE FACILITIES IN BOSTON

BUILDINGS BACK BAY - EAST END	69 BRIMMER	96 BEACON	126-30 BEACON	143-45 BEACON	303 BERKELEY	148 BEACON	150 BEACON
GROSS SF	25,419	18,897	45,995	18,622	9,600	13,243	23,918
ACADEMIC NET SF	17,326	0	24,892	9,930	5,318	6,143	14,894
HSNG/DINING NET SF	0	0	0	0	0	0	0
ADMN NET SF	0	9,491	700	0	0	0	0
TOTAL NET SF	17,326	9,491	25,592	9,930	5,318	6,143	14,894
YEAR CONSTRUCTED	1914	1911	1860-61	1861	1861	1913	1904
YEAR ACQUIRED BY EMERSON	1970	1964	1933-43	1950-56	1950	1966	1961

BUILDINGS BACK BAY - EAST END (CONT'D)	168 BEACON	21 COMM AVE	6 ARLINGTON 0 MARLBORO	100 BEACON	132-34 BEACON	1 ARLINGTON	1ST/2ND CHURCH	AREA TOTAL
GROSS SF	14,617	12,159	43,087	49,687	22,681	10,457	5,650	314,032
ACADEMIC NET SF	7,526	6,689	2,080	9,654	0	0	5,650	110,102
HSNG/DINING NET SF	0	0	21,992	16,087	13,203	0	0	51,282
ADMN NET SF	0	0	1,475	6,433	0	6,336	0	24,435
TOTAL NET SF	7,526	6,689	25,547	32,174	13,203	6,336	5,650	185,819
YEAR CONSTRUCTED	1861	1868	1929	1925	1860-61	N/A	N/A	
YEAR ACQUIRED BY EMERSON	1960	1984	1988	1960	1964	N/A	N/A	

BUILDINGS BACK BAY - WEST END/ CULTURAL DISTRICT	355 COMM AVE (AMES)	534 BEACON (FENSGATE)	4 CHARLESGATE	AREA TOTAL	219 TREMONT (MAJESTIC)	180 TREMONT	AREA TOTAL	GRAND TOTAL
GROSS SF	31,848	61,926	126,725	220,499	30,000	95,000	125,000	659,531
ACADEMIC NET SF	0	0	0	0	24,000	75,000	99,000	209,102
HSNG/DINING NET SF	0	40,884	56,398	97,282	0	0	0	148,564
ADMN NET SF	17,458	0	19,050	36,508	0	0	0	60,943
TOTAL NET SF	17,458	40,884	75,448	133,790	24,000	75,000	99,000	418,609
YEAR CONSTRUCTED	1882	1910-20	1891		1903	1930		
YEAR ACQUIRED BY EMERSON	1984	1973	1981		1983	1992		

EMERSON COLLEGE

CAMPUS MAP

BREAK LINE

5 CITY BLOCKS

LEGEND

96 BEACON ST.	Student Union Student Government Assoc. Dean of Students Housing & Residence Life	1 ARLINGTON ST.	Admissions
		6 ARLINGTON ST.	Residence Hall & Cafeteria Continuing Education Division
100 BEACON ST.	Residence Hall Writing, Literature & Publishing Computer Applications & Math Administrative Computer Center Freshman Academic Studies Student Accounts Financial Aid Registrar Accademic Computer Center	4–10 CHARLESGATE EAST	Charlesgate Residence Hall Athletics & Recreation Facility Management Health Services Public Safety
		21 COMM. AVE.	Communication Studies Division
		355 COMM. AVE.	President Vice President & Academic Dean Vice President for Admin. & Finance Business & Finance College Relations Human Resources Development
126–130 BEACON ST.	Mass Communication Division Radio Stations & TV Studios		
132–134 BEACON ST.	Residence Hall		
143–145 BEACON ST.	Bookstore Classrooms Faculty Offices	180 TREMONT ST.	Communication and Technology Center
148–150 BEACON ST.	Library & Media Center	219 TREMONT ST.	Emerson Majestic Theatre
168 BEACON ST.	Communication Disorders Division	69 BRIMMER ST.	Performing Arts Division
534 BEACON ST.	Fensgate Residence Hall & Cafeteria	303 BERKELY ST.	Humanities & Social Studies Division

June 1992

0 Marlborough Street	Undergraduate residence hall, secondary dining facility, large lecture hall, and offices for the Division of Continuing Education
100 Beacon Street	Undergraduate and graduate residence hall; computer center and offices for the Division of Computer Applications and Mathematics, the Division of Writing, Literature and Publishing and the Freshman Academic Studies Program; offices for the registrar, student accounts, financial aid and career counseling; printing and copying center; central mail room
132-134 Beacon Street	Undergraduate residence hall
1 Arlington Street (rental)	Admissions offices; academic support services
1st/2nd Church 66 Marlborough Street (rental)	Classrooms; place of assembly

Western End of the Back Bay

As Emerson's reputation spread beyond Boston in the 1960s, the College experienced increasing demand for student housing. The demand could not be met in Emerson's traditional campus area near the Public Garden, so the College looked elsewhere. This led to the acquisition of the Fensgate in 1973 and the Charlesgate in 1981. In need of additional administrative space, and having already purchased two large buildings at the western end of the Back Bay and set up a shuttle service to connect them to the Public Garden area, the College purchased the Ames Mansion in 1984. The buildings in this area serve a mixture of administrative and residential uses. The following list summarizes those uses by address.

Address	Principal Uses
The Fensgate 534 Beacon Street	Undergraduate residence hall and primary dining facility
The Charlesgate 4 Charlesgate East	Freshmen residence hall, health services, and offices for Public Safety Department
The Ames 355 Commonwealth Avenue	Offices for the president and vice presidents, business and finance, development and alumni and college relations

Midtown Cultural District

Emerson College established a presence in this area with the purchase of the Majestic Theater in 1983. The College was in need of a proscenium theater in which the Division of Performing Arts could stage large productions. As a prominent member of the performing arts community in Boston, the College also wished to contribute to the revitalization of the theater district by providing inexpensive rental space for non-profit performance organizations. Currently, Emerson is in the process of purchasing and receiving permission to occupy 180 Tremont Street, a large office building located less than a block from the Majestic Theater. The building would provide classrooms, studios, and offices for the Division of Mass Communication and the Division of Performing Arts. It would also serve as the new home for the computer center and the Division of Computer Applications as well as the Division of Continuing Education. The printing and copy center and the central mail room would also be relocated there. A secondary dining facility would also be placed in the building to service the needs of its occupants and visitors. No residential uses are planned for this building.

Enrollment Trends

Emerson College has experienced gradual enrollment growth during the last 10 years. See Table 2. Emerson has placed no formal cap on enrollment, however, the College continues to emphasize quality in its admissions process and does not expect large increases in enrollment for the next five years, during the period of the so-called "baby bust." Beyond that period, enrollment growth will be limited by the College's ability to meet the increasing need for financial aid. Moreover, Emerson has decentralized its student population somewhat by opening satellite facilities in Los Angeles and in the Netherlands. These satellite facilities presently accommodate approximately 150 students per year.

TABLE 2. NUMBER OF STUDENTS
ACADEMIC YEAR ENDING JUNE 30

UNDERGRADUATES	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992
Full-Time	1514	1555	1632	1726	1720	1854	1894	1859	1816	1832
Part-Time	78	69	90	78	64	68	86	102	65	58
TOTAL	1592	1624	1722	1804	1784	1922	1980	1961	1881	1890

GRADUATES	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992
Full-Time	154	194	177	158	215	253	251	260	309	401
Part-Time	80	118	116	113	114	129	121	139	163	180
TOTAL	234	312	293	271	329	382	372	399	472	581

SPECIAL STUDENTS	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992
TOTAL	40	65	50	54	66	57	57	56	60	72

CONTINUING ED	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992
TOTAL	345	250	230	231	216	247	231	229	280	344

TOTAL STUDENTS	2211	2251	2295	2360	2395	2608	2640	2645	2693	2887

FTE TOTALS*	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992
UNDERGRADUATE	1561	1595	1697	1781	1765	1896	1949	1914	1809	1870
GRADUATE	123	149	136	127	159	184	183	191	215	286
SPECIAL STUDENTS	12	14	10	9	11	18	17	12	15	13

FTE FOR YEAR	1696	1758	1843	1917	1935	2098	2149	2117	2039	2169

**FTE DATA DOES NOT APPLY TO CONTINUING EDUCATION STUDENTS*

Pedestrian Movement

The buildings near the Public Garden are all within a five-minute walk of each other. Principal routes are along Beacon Street between Arlington and Berkeley streets, along Arlington Street between Beacon Street and Commonwealth Avenue, and along Berkeley Street between Beacon Street and Commonwealth Avenue. The College owns approximately 50 parking spaces at various locations on Back Street behind its Beacon Street buildings, which are used by faculty and senior administrators.

While some Emersonians walk between the eastern Back Bay campus area and the western Back Bay campus area using Beacon Street, most take the regularly scheduled shuttle service.

Open Space

Emerson College has no major open spaces.

Vehicular Movement

Emerson has never commissioned, or been asked to commission, a traffic study because its impact on intersections in the vicinity of its facilities appears to be minimal. That is, the traffic generated by Emerson College specifically is a relatively minor factor in determining the Level of Service (LOS) at any of the high-volume intersections in each of the three areas where Emerson facilities are located. Emerson will add a bus loop to connect 180 Tremont Street to the loop between the eastern end of the Back Bay and the western end of the Back Bay. For 180 Tremont Street occupants and visitors who must drive, there is ample surface public parking behind the building and in the garage at Lafayette Place.

Environmental Impact

Setting

Emerson College's facilities near the Public Garden are located in a densely populated residential area composed of apartment buildings, generally four stories high, but with numerous exceptions. A number of small educational organizations occupy buildings in the area.

Emerson's facilities at the western end of the Back Bay are located in another densely populated residential area similar in character to the Public Garden area. There are also commercial activities along Massachusetts Avenue. Many of the

neighborhood's apartments are occupied by students from MIT, Boston University, and other area colleges and universities.

The area immediately surrounding the Majestic Theater and 180 Tremont Street is composed largely of high-rise office buildings with ground-floor retail uses. The Boston Common is the dominant open space. Several large apartment buildings are in the area. The area is also characterized by the presence of Boston's legitimate theaters and the remnants of the Combat Zone, an adult entertainment district. The New England Medical Center is the most prominent institutional neighbor, and Chinatown is the principal residential neighborhood in the vicinity.

Aesthetics

Emerson College has for many years owned and maintained a number of historically significant buildings. The College has not demolished or significantly altered the exteriors of any of its buildings, although it has acquired buildings that were altered by previous owners. Emerson recognizes the importance of preserving significant building exteriors and, where fiscally and physically possible, restoring exteriors that have been significantly altered by others.

Demographics

Emerson College currently houses some 1,000 students, about half of its combined full-time undergraduate and graduate enrollment. About 40% are housed near the Public Garden; about 60% in the western Back Bay area. No students are presently housed in the Midtown Cultural District. The College residence halls are licensed to accommodate nearly 1,250 students. Through the renovation of existing dormitories and the acquisition of additional housing in the Midtown Cultural District, Emerson hopes to house the maximum number of students for which it is now licensed, that is, about 1,250. However, the College is interested in shifting the bulk of its licensed beds from the relatively inconvenient western end of the Back Bay to a more convenient and suitable location in the Midtown Cultural District, if such a location can be found.

Employment

When contracting for its planned capital projects, Emerson College will request that its contractors give preferential hiring status to Boston residents, especially residents of the particular area in which the capital project is located.

Services

Police

The Public Safety Department of Emerson College is composed of 12 officers, a fire-safety specialist, and two superior officers. The current director is the former Commissioner of Public Safety for the Commonwealth. Personnel do not carry firearms, but they attend the eight-week academy run by the Massachusetts Criminal Justice Training Center and have police powers under MGL 147 10G. The department is equipped with two vehicles, an NCIC, and has CORI access. Twenty percent of the department members are female and twenty percent are minorities. The Public Safety Department enjoys a close working relationship with the Boston Police Department.

Fire

From time to time Emerson is bothered by a rash of false alarms in one or more of its residence halls. The College's fire safety specialist (a regular member of the Public Safety Department), facilities personnel, and the Dean of Students cooperate with the Boston Fire Department to keep the number of false alarms at a minimum and to maintain acceptable levels of fire protection and building safety.

Health

Emerson College operates a day clinic and counseling center at the Charlesgate for its students. Emerson does not operate an in-patient facility. All full-time students are required to carry hospitalization insurance.

Utilities

Emerson College does not have any large facilities with special power, gas, water, or sewer requirements.

Future Impact

Emerson's proposed occupancy of 180 Tremont Street might require some additional cooperation between the College's Public Safety Department and the Boston Police Department. When fully functional, the building will operate 16-24 hours a day during the academic year. The design of 180 Tremont Street makes it relatively easy for the College to provide adequate physical security within the building using guards

and electronic devices. Shuttle service should also minimize security problems around the building and between the building and other Emerson campus areas.

Because no residential uses are planned at 180 Tremont Street, there should be no increase in the number of false fire alarms.

None of the contemplated capital projects at the College involves major new construction. With the exception of the restoration of the Majestic facade, repairs to existing building exteriors, modifications for accessibility, and a small addition to the back of 148 Beacon Street for the library, capital construction will be largely confined to building interiors. Thus there would be few, if any, of the air-emission, erosion, water-pollution, or noise problems associated with site work and heavy equipment.

Section 4

Proposed Projects -- Eastern End of the Back Bay

Residence Hall Modernization

Architect
Arrowstreet, Inc.
212 Elm Street
Somerville, MA 02144

Need and Use

Despite the softening of the rental housing market in Boston, Emerson has experienced an increasing demand for College housing. Emerson's academic divisions emphasize the importance of extra- and co-curricular activities as a complement to classroom work. Most of these activities occur late in the afternoon and in the evening, which makes residing on campus more convenient and more educationally rewarding.

Emerson's residence halls at 132-134 Beacon Street and 0 Marlborough Street have not undergone any extensive renovation for decades. Consequently, the building components are generally worn out and functionally obsolete. Moreover, the configuration of rooms, bathrooms, lounges, kitchens, and other common areas does not meet today's standards for privacy, convenience, and sense of community. Access for handicapped persons must also be improved. The dining facility at 0 Marlborough is too small to meet the demand for food services in this campus area, especially at lunch time. The renovation of these buildings would modernize HVAC, plumbing, and electrical systems and provide better handicapped accessibility. Additionally, the dining facility at 0 Marlborough, which currently seats about 140 persons, would be expanded to seat approximately 190 persons. 132-134 Beacon Street currently houses about 70 undergraduates and is licensed for 110. The bed count after renovation would be 70-80. 0 Marlborough houses about 140 undergraduates and is licensed for 160. The bed count after renovation would be 145-155.

100 Beacon Street has undergone partial renovation more recently to create graduate student housing on the upper floors. However, the lower floors were incrementally converted to non-residential uses in the 1980s. The renovation program for this building would restore the lower floors to undergraduate housing use; modernize

HVAC, plumbing, and electrical systems; and provide handicapped accessibility. This building now houses about 99 undergraduate and graduate students. The building is licensed for 225 students. The bed count after renovation would be 185-205.

Renovation of 126-130 Beacon Street

Architect

None designated

Need and Use

This building of about 25,000 nsf now serves as the home of the Division of Mass Communication. Planning for the move to Lawrence revealed that this Division needs at least twice as much space as it currently has to function properly. The College plans to move Mass Communication to a newly renovated facility on the upper floors of 180 Tremont Street. The vacated space would then be renovated to provide office and classroom space for other academic divisions remaining in this area as well as office space for the president and vice presidents, once the Ames is sold.

Expansion of Library Collection Capacity

Architect

Schwartz/Silver Architects, Inc.
530 Atlantic Avenue
Boston, MA 02210

Need and Use

The College library was designed to house 100,000 volumes. The collection now surpasses 150,000 volumes. To comply with national standards, Emerson's collection should reach 224,500 volumes by 1998. To accommodate the increase, the library must add stack space. Some of this can be achieved by adding standard shelving on the upper floors. However, to reach the target of 224,500 by 1998, it will be necessary to build an addition at the rear of 148 Beacon Street outfitted with compact shelving.

Priority Capital Repairs

Architect

Architects and engineers are engaged as needed for individual projects.

Need and Use

Anticipating a move to Lawrence, Emerson allowed a deferred maintenance backlog to accumulate in the 1980s. The College is now reducing that backlog. Various capital repairs are scheduled for the exterior and interior of the following buildings in this area: 69 Brimmer Street, 96 Beacon Street, 143-145 Beacon Street, 303 Berkeley Street, 168 Beacon Street, and 21 Commonwealth Avenue. None of these buildings is scheduled for extensive renovation.

Section 5

Proposed Projects -- Western End of the Back Bay

Residence Hall Modernization

Architect

Arrowstreet, Inc.
212 Elm Street
Somerville, MA 02144

Need and Use

Like the College's residence halls at the eastern end of the Back Bay, Emerson's residence hall at 534 Beacon Street (the Fensgate) has not undergone any extensive renovation for decades. Consequently, its building components too are generally worn out and functionally obsolete. Here too the configuration of rooms, bathrooms, lounges, kitchens, and other common areas does not meet today's standards for privacy, convenience, and sense of community. Nor is the building fully accessible to handicapped persons. The dining facility at the Fensgate is the primary one for undergraduates and meets the demand for food services in this campus area, although with no margin to spare. Approximately 140 students from the Boston Conservatory of Music also eat at the Fensgate under contract. The renovation of this building would modernize HVAC, plumbing, and electrical systems and provide better handicapped accessibility. The Fensgate currently houses about 215 undergraduates. The building is licensed for 300 students. Bed count after renovation would be 225-250.

The Fensgate renovation would not take place until the dormitories at the eastern end of the Back Bay are renovated, because there is some question about Emerson's commitment to a long-term presence at the western end of the Back Bay. With a sale of the Ames and the purchase of 180 Tremont Street in the Midtown Cultural District, the College might wish to house the students currently living in the western end of the Back Bay in a suitable location in the Midtown Cultural District. At this time, the College has no specific plans for such a shift, but wishes to keep its options open.

Priority Capital Repairs

Architect

Architects and engineers are engaged as needed for individual projects.

Need and Use

Various capital repairs are scheduled for the exterior and interior of the Charlesgate. The building is not scheduled for extensive renovation. The Charlesgate currently houses about 400 undergraduates, mostly freshmen. It is licensed for 451. Current levels of occupancy are not expected to change significantly.

Section 6

Proposed Projects -- Midtown Cultural District

Acquisition of a Flagship Communication and Technology Building

Architect

Elkus/Manfredi Architects Ltd.
530 Atlantic Avenue
Boston, MA 02210

Need and Use

Planning for the move to Lawrence revealed that the Division of Mass Communication, which enrolls nearly half of all Emerson students as majors, needs at least twice as much space as it currently has to function properly. The College plans to move Mass Communication to a newly renovated facility on the upper floors of 180 Tremont Street from its present home at 126-130 Beacon Street. The new facility will serve as Emerson's principal academic center for communication and technology. It will provide the institution with a center for instruction in the telecommunications field, with emphasis on broadcast media, corporate communications, advertising, and filmmaking. Specifically the building will contain facilities for journalism, television production, audio production, film production, and acting. Additionally, space will be allocated for general-purpose classrooms and offices for faculty, production staff, and the Division of Continuing Education, which will use the building in the evening. The Division of Computer Applications and Mathematics and the College's computer center will also be relocated there from 100 Beacon Street to make way for more student housing.

This project represents a major shift in activity from the eastern end of the Back Bay to the Midtown Cultural District and a very significant investment by the College in the future of the Midtown Cultural District, an investment which began in 1983 with the purchase of the Majestic Theater.

The College will integrate its Midtown Cultural District campus with its Public Garden campus by a bus loop. The "T" is also available. For 180 Tremont Street occupants and visitors who must drive, there is ample surface public parking behind the building and in the garage at Lafayette Place.

This project also raises the question of why Emerson should continue to house most of its students at the western end of the Back Bay, which is not convenient either to the Public Garden area or to the Midtown Cultural District. The sale of the Ames would further weaken the rationale for a continuing Emerson presence at the western end of the Back Bay. Emerson is considering, though has no specific plans for, shifting the 600 beds or so that it now has at the western end of the Back Bay to a suitable location in the Midtown Cultural District. There are several building sites and existing buildings available within walking distance of 180 Tremont Street and the Majestic Theater at this time.

Restoration of the Majestic Theater Facade

Architects

Schwartz/Silver Architects, Inc.
530 Atlantic Avenue
Boston, MA 02210

Need and Use

The Majestic provides a proscenium theater in which the Division of Performing Arts can stage major productions. The theater is also rented to a number of non-profit performing groups in the City of Boston. The Majestic has, heretofore, represented Emerson's principal contribution to the revitalization of the Midtown Cultural District. The College has already spent several million dollars to make the Majestic internally functional. A new roof was put on last year. Deteriorating terra cotta required the placement of temporary staging on the building facade to protect passers by. The College commissioned a study to scope out the work needed to restore the facade and make it safe to remove the staging. Estimates for the cost of restoration range from $400,000 to $700,000. The College is in the process of raising money for the restoration. A challenge grant from the Getty Foundation has been awarded. Work will proceed once the exact cost has been determined and sufficient funds raised.

Section 7

Long-Term Projects

Beyond the projects already described, Emerson College has identified a need to add support space for the Majestic Theater, preferably at the rear of the building, where the College has placed temporary structures on land leased from the Commonwealth. This space would be used for dressing rooms, a costume shop, and possibly a scene shop. The costume and scene shops are currently located in rented space at 679 Summer Street, Boston.

Additionally, the College has, from time to time, entertained proposals from building owners and developers to consolidate Emerson's activities in one of several large, existing buildings in the vicinity of the Public Garden, the Common, and the Midtown Cultural District. To date, none of these proposals has been financially feasible, and the College is not now basing its planning on such proposals. Should a financially viable proposal be presented at some future date, the College would consider consolidation through the sale of some or possibly all of its properties at the western and eastern ends of the Back Bay.

Section 8

Community Benefits

As an institution of higher education committed to remaining in the city of Boston, the College is aware of the importance of strengthening its relationships with the community. While Emerson has many strong existing relations, its location in an urban environment provides additional opportunities for interaction. Emerson's efforts have, and will continue to include reaching out to the youth of the City of Boston, providing job opportunities and scholarship aid, as well as collaborating with public agencies and community groups on educational programming and communications technology applications.

Employment

As of May 1992 Emerson College employed 346 full-time faculty, administrators and staff, of whom 101 were residents of the City of Boston. This represents about 29% of all employees. These 101 employees will receive total compensation of over $3,625,000 for the fiscal year 1991-92. In September 1993 Emerson College will implement a special employment policy for Boston residents. The policy states:

> Emerson College has implemented a policy for residents of the City of Boston to provide them with employment opportunities. Emerson College will recruit individuals who are qualified for existing positions through the Office of Human Resources and through job postings located at various locations in Boston to be determined in consultation with community leaders.

Emerson College is in compliance with the various laws and regulations requiring equal opportunity and affirmative action in employment, such as Title VII of the Civil Rights Act and Federal Executive Order #112246. Emerson College is also in compliance with the Boston Residents Jobs Policy Ordinance of 1983.

The procedure for a community member applying for a position at Emerson College is:

(1) Emerson College will send to identified community groups the official job listings of the College.

(2) All applicants will apply directly to the Department of Human Resources. Letters and resumes should be sent to the Department of Human Resources, Emerson College, 100 Beacon Street, Boston, MA 02116.

(3) The Department of Human Resources will maintain a special hiring list for Boston residents.

Financial Aid

Emerson College provides residents of the City of Boston with student financial aid. Table 3 summarizes recent and current awards.

TABLE 3. FINANCIAL AID FOR BOSTON RESIDENTS

	1990-91	1991-92	1992-93
Scholarships & Awards	$280,166	$400,360	$473,000
# of Recipients	95	103	110
Total Financial Aid	$833,650	$1,026,936	$1,125,000
# of Recipients	123	141	150

Emerson College awards aid based on academic merit within need up to a maximum of full tuition. Only applicants who meet Emerson College's admission standards are eligible. To help as many Boston residents as possible, available tuition assistance will be distributed as part of a package of loans, work/study, and other sources of gift aid.

Emerson will encourage residents to make application to the College through Boston City high schools, through Boston community colleges, and by personal letter to prospective students and their families who express interest in attending Emerson. Applicants must complete all required admissions and financial aid forms by the published deadlines.

In September 1992 Emerson will begin a five-year scholarship program for students of color who wish to complete bachelor's and master's degrees in speech-language pathology. Funds for this program are provided by the Office of Special Education, U.S. Department of Education, and include tuition and board support for 10 students to study at the bachelor's and master's level for a total of four years. Funds for housing are provided by Emerson College. The total amount of support available is $408,166. The primary source for recruitment of students will be Bunker Hill Community College, but Emerson plans to contact all Massachusetts community colleges for potential applicants.

Emerson College as Purchaser of Goods and Services

The total value of goods and services purchased by Emerson in fiscal year 1991-92 was approximately $9,500,000,of which about $7,870,000(83%) was purchased from firms with offices in the City of Boston.

Educational Services Provided to Boston Residents

Emerson College founded and operates the Thayer Lindsley Nursery for 12-15 hearing impaired children aged four months through three years and their families, whose special needs cannot be met in their communities. Approximately half of these children are from the City of Boston. Costs for the three-day-per-week program are from $0 to $400 per 15-week semester. Costs of a similar program provided through the Children's Hospital of Boston are approximately $3,285.

Emerson College founded and operates the Robbins Speech and Hearing Center, which provides services to 40-50 language-speech and hearing-impaired individuals per term. In addition, the clinic provides diagnostic services to approximately 20 individuals per semester. Approximately three-fourths of the clients are Boston residents. Services are provided on a sliding scale from $0 to $20 per hour. Comparable services at the Children's Hospital cost from $117 to $137 per hour.

Preschool speech-language and hearing screening is provided to the Boston community as well as several other communities. This year this service was provided to approximately 800 Boston residents.

Free hearing screening and lip-reading training for the elderly are currently provided to residents of Brookline. Next year these services will also be offered through several Boston community centers.

Currently, the College is working with Boston City Hospital on a joint project to provide early intervention speech and hearing services.

Students in the graduate program in Communication Disorders provide services to the residents of the City of Boston as part of their practicum training. Currently, there are 12 students in schools and clinics in Boston providing over 3,500 hours of free language-speech and hearing service to Boston residents.

Boston Senior citizens may register for Emerson evening and summer courses on a seat-available basis paying only the $35 registration fee. Tuition is free.

Emerson offers a program in Youtheatre. This is a six-week long summer theatre program for 40-60 youths aged 12 to 18. Scholarship support for this program is available to a limited number of students based on need and talent.

Tuition vouchers are offered to local teachers and speech-language pathologists who supervise student teachers.

Public Services Provided by Emerson College During the Past Year

Emerson College provides a biweekly literary reading series open to the community.

Free technical consulting for the Boston Neighborhood Network was provided, including free design of new television studios.

Free consulting was provided for the design of video transmission facilities for the Boston Public Garden.

The Boston Neighborhood Network was granted an easement by Emerson to provide full interconnect with the city.

WERS provides live music programming, such as "Alternative Parameters," "Live from Studio C" and "Coffee House". These shows feature local Boston musicians, and provide them an opportunity for on-air presentation of their music. "Corasao Brasileiro," done partially in Portuguese, is a show for the Portuguese-speaking community, which provides music and gives community members an opportunity to discuss issues on the air. "Salsibiri," a show in Spanish and English, plays reggae and is supported by the Caribbean Cultural Center. Other ethnic programming occurs, which varies according to the make-up of the Emerson student body.

For the second year in a row, Emerson is media host for the Downtown Crossing Association's Summer Concert Series. The non-profit arm of the Downtown Crossing Association is dedicated to promoting the downtown crossing pedestrian mall and the businesses surrounding it.

WERS developed and produced a series of tapes that were distributed to all of the local radio stations for the Codman Square Health Center, which dealt with safer sex for women in the community. The station does one project of this type per year.

WERS presents live or recorded public services announcements twice every hour, twenty hours per day. In addition, every show presents a calendar of events of importance to its listeners. News is presented daily, and public affairs programming runs every weekend.

Radio station tours are provided for Boston city high school students interested in pursuing careers in broadcasting.

The Emerson Film Arts Society provides a film series open to the Boston community.

The College routinely turns over the facilities at 100 Beacon Street to the city to broadcast events at the Hatch Shell. Yearly, the College coordinates with the city the transmission of the July 4th concert and fireworks. Last year the College opened its facilities when Nelson Mandela visited.

The Emerson Majestic Theater has served as a performance space for "First Night" for several years. It also has served as a venue for non-profit, community-service, fund-raising events benefiting the Vincent Club and the St. Francis House. The theater has been used by the City of Boston for events such as the BHA-sponsored talent show for and by residents of low-income housing in the City of Boston, the Mayor's Office for Arts and Humanities, as well as events for young children and for the deaf community.

Yearly, the Majestic Theater hosts events such as the Gwendolyn Brooks poetry reading, which provided 500 tickets to members of the community, including Boston inner-city school children, churches and Afro-American organizations.

Emerson sponsored "Effective Health Communication in the 90s: The Aids Crisis" at the Emerson Majestic. The conference, open to the Boston community, afforded inner city high school students the opportunity to attend a frank and candid discussion of AIDS and preventive measures.

Emerson had extensive involvement in the planning and implementation of the Community Policing Initiative for the City of Boston with Police Commissioner Roache, after initial consultation with Mayor Flynn. This three-week activity included speech-writing, advance work, policy advice, and public relations planning.

The College has initiated a program to reserve 50 tickets for local groups to attend opening-night performances of Emerson-produced shows at the Majestic.

Emerson actively participates in the United Way Campaign. This year the College placed third at the awards dinner for its innovative and creative campaign to increase public awareness and contributions to the campaign.

Emerson hosted informational sessions for residents of the community with Councilor David Scondras on neighborhood trash removal and parking regulations.

The College regularly participates in, and encourages its students, faculty and staff to volunteer for, such charitable activities as community blood drives, the Big Brothers/Big Sisters program, clothing and food drives, Rosie's Place, Amnesty International, the Walk for Hunger, the Jimmy Fund, the Citywide Cleanup, St. Francis House, the Aids Action Committee, environmental awareness groups, and the World Hunger Committee.

Emerson organized a workshop for Ted Landsmark's employees on conducting effective performance appraisals.

The College is currently discussing with the New England Shelter for Homeless Veterans in Boston the development and implementation of a training program to assist homeless veterans to improve their job-seeking skills.

WERS has conducted fund-raisers for the Roxbury Community Boys and Girls Club, and Gang Peace, students against inner-city violence.

Emerson, along with several other area colleges, provides athletic coaching time at the L Street Wrestling Club for inner city high school students.

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International Alliance of Theatrical Stage Employees & Moving Picture Machine Operators
OF THE UNITED STATES AND CANADA
Affiliated with A.F.L. - C.I.O.
Boston Central Labor Union

216 TREMONT STREET, ROOM 201, BOSTON, MASS. 02116
Telephone (617) 426-5595
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June 15, 1992

Mr. Ted Chandler
Acting Director
Boston Redevelopment Authority
1 City Hall Plaza
Boston, Massachusetts

RE: Emerson College Development of 180 Tremont St.

Dear Mr. Chandler,

I.A.T.S.E. Local #11 Stage Employees Union and the Coalition of Theatrical Unions (COTU) have a number of concerns regarding the ever expanding presence of Emerson College in the Mid Town Cultural District.

We welcomed the acquisition and renovation of the Majestic Theatre by Emerson College. IATSE Local #11, in fact, provided the skilled labor required for the installation of new stage rigging prior to the Theatre's opening. We were, and are still, encouraged that Emerson College has been helpful in the revitalization of the Theatre District by presenting Art and Entertainment at the Majestic. However, we and all the members of the Coalition of Theatrical Unions are dismayed at the seeming lack of regard for area wage standards and questionable hiring practices of theatrical employees at the Emerson Majestic Theatre since the Theatre's opening.

The continued revitalization of the Cultural District is extremely important to the people who depend on the area for their livelihood. Jobs for our members and the protection of fair wage standards are of paramount concern in these difficult economic times.

We are presently meeting with Emerson College to address our mutual interests and concerns. There is a special opportunity at hand to foster a unique relationship between Emerson College and the professional theatrical organizations that will eventually provide employment for graduates of the college. We support the intended development of 180 Tremont Street by Emerson but ask that the Board of Directors of the Boston Redevelopment Authority give full consideration of Local #11 and the Coalition of Theatrical Unions' continued interest in protecting jobs and wages for the workers in the Mid Town Cultural District.

For IATSE LOCAL#11 and the Coalition of Theatrical Unions

Robert P. Volosevich
President LOCAL #11

James E. Flanders
Business Agent LOCAL #11

CoTU
BOSTON

216 Tremont Street - Room 809
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Coalition of Theatrical Unions

I.A.T.S.E. Local 775
Theatrical Wardrobe
(617) 324-7235

I.A.T.S.E. Local 753
Treasurers & Ticket Sellers
(617)426-4348

A.T.P.A.M. Local 18032
Assoc. of Theatrical Press
Agents & Managers
(617)426-4520

I.A.T.S.E. Local 921
Scenic Artists and
Set Painters
(617) 244-8179

I.A.T.S.E. Local 11
Stagehands
(617)426-5595

I.A.T.S.E Local 182
Motion Picture Machine
Operators
(617)426-1540

I.A.T.S.E. Local B-4
Ushers and Ticket Takers
(617)266-5473

A.F.M. Local 9-535
Musicians
(617)489-1400

The Coalition of Theatrical Unions (COTU) is an organization comprised of eight theatrical unions which have been working in the greater Boston area since 1902. We represent the many individuals who provide the backbone of entertainment in the heart of Boston's theaters — among them wardrobists, musicians, stagehands and set painters. In 1989, members of these unions decided to join together to discuss common interests, goals, and ways of communicating to enhance both its individual member-unions and the developing Boston Theater District. The following goals best exemplify COTU's purpose and philosophy:

- To foster communication among union professionals working in Boston's Historic Theater District;
- To find flexible, creative solutions to the financial hardships and technological changes facing the theater arts in Boston;
- To ensure safe working spaces, healthy conditions, and decent wages for all individuals and groups working in the theatrical/arts community: students, professionals, amateurs, "extras", free-lancers, union and non-union; and
- To join with other organizations to help restore the vitality and viability of the Mid-Town Cultural District.

COTU is working to develop a responsible strategy for the many groups seeking to effect change in this historic area. The Coalition maintains professional union standards while nurturing new and established groups in an atmosphere of support and understanding. We are committed to the creation of an exciting, pleasant, and safe place for our audiences as well as for the people who work and live in Boston's Theater District.

AGREEMENTS and CONTRACTS WITH BOSTON THEATRES SINCE 1902
2500 MEMBERS STRONG and UNITED

CoTU MEMBER UNIONS

- **I.A.T.S.E. Local 753**
  Treasurers & Ticket Sellers
  (617)426-4348

The Boston chapter of I.A.T.S.E. Treasurers and Ticket Sellers, Local 753, was established over fifty years ago and has been responsible for the ticketing of SOLD OUT events ranging from the RENOIR Exhibit at the Museum of Fine Arts to the City-sponsored Concerts-on-the-Common series. Before the advent of multi-screen mall movies, advance ticketing for limited release feature films was also under Local 753's jurisdiction. In 1978, Boston was the trial city chosen to implement the radical change to national computerized ticketing systems. Currently the Local is represented at the Wang Center for the Performing Arts, the Boston Garden, and the Shubert, Colonial and Wilbur Theatres.

- **A.T.P.A.M. Local 18032**
  Assoc. of Theatrical Press Agents & Managers
  (617)426-4520

A.T.P.A.M. is the Association of Theatrical Press Agents and Managers, national AFL-CIO labor union #18032. It was founded in 1937 and covers the jurisdiction of Press Agent, Company Manager and House Manager in all first class and off-Broadway theatres in New York City; first class and bus and truck tours; and first class, regional and secondary theatres across the United States and Canada. Its national headquarters are in New York City.

- **I.A.T.S.E. Local 921**
  Scenic Artists and Set Painters
  (617) 244-8179

Local 921 provides representation for the individuals who apply professional artist skills to all facets of the entertainment industry. Scenic Artists paint pictorial backdrops for musicals, operas, and motion pictures. Set Painters provide faux finish and decorative surface work. Art Directors, Set Designers, Sketch Artists, Storyboard Artists, and Title Artists join with architects, interior decorators, and illustrators to form the core of a production's Art Department.

- **I.A.T.S.E. Local 11**
  Stagehands
  (617)426-5595

The International Alliance of Theatrical Stage Employees Local 11 (AFL-CIO) represents stage carpenters, electricians, props, riggers, and soundpersons in the Boston area. One of the oldest theatrical unions in North America, I.A.T.S.E. Local #11 has provided the theatrical, film, and convention industries of Boston with stagehands and technicians since 1893 as an original charter member of the International Alliance.

- **I.A.T.S.E Local 182**
  Motion Picture Machine Operators
  (617)426-1540

Local 182 represents the men and women who attend to the many facets of professional motion picture operation. Installation, maintenance, operation, print-making and sound-formatting are all important components of our work. Technicians skillfully evaluate lenses, adjust aperture plates and mask screens in order to design proper aspect ratios for all films that arrive in Boston. Our film services also include slide show and video projection whether in public theaters, convention centers or private venues.

- **I.A.T.S.E. Local B-4**
  Ushers and Ticket Takers
  (617)266-5473

Though known as the Ushers Union, members of Local B-4 perform many diverse functions vital to a successful theatrical event. Our membership often works "The Front of the House", and includes telephone operators, who provide ticket and transportation information; ticket takers, who greet and initially direct patrons; "Splitters", who guide theatergoers to correct doors and aisles; ushers, who provide programs and accompaniment to seats; and matrons and porters, who insure clean, well-equipped facilities throughout the theater.

- **A.F.M. Local 9-535**
  Musicians
  (617)489-1400

Founded in 1897, the Boston Musicians' Association is a member Local of the American Federation of Musicians (AFM), the world's largest union of performing artists. We are one of 420 such locals throughout the United States, Puerto Rico, and Canada. Boston's membership comprises over 2000 musicians, including Aerosmith, Livingston Taylor, Boston Pops, Boston Symphony Orchestra, Boston Ballet Orchestra, and the many musicians playing in the orchestra pits of the downtown theatres.

- **I.A.T.S.E. Local 775**
  Theatrical Wardrobe
  (617) 324-7235

Founded in the early 1920's, the Theatrical Protective Union, Local 17029 AF of L became I.A.T.S.E. Local 775 on June 22, 1944. The Theatrical Wardrobe Union is involved in every aspect of wardrobe, costume and accessories management. Members are involved in maintenance, dyeing, packing, and distribution, as well as repairs, alterations and transport.